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ABSTRACT

The 1983 annual report of the American Camping Association (ACA) reviews trends and successes of the year. ACA President Charles Kujawa specifies trends affecting ACA which are paralleled by salient ideas in John Naisbitt's book, "Megatrends." Armand Ball, ACA Executive Vice President, notes changes, including a positive financial picture, revised standards, increased emphasis on leadership education for camp staff, and increasing membership. A review of the year discusses long-range planning, government relations, membership, publications, public relations, standards, and education (including the official change from the old term "leadership training" to "education"). Financial data are provided, including comparisons of fiscal years 1982 and 1983. The mission and goals of ACA are set forth, and include contributing to the mental and physical well-being of children and adults by extending the educational and recreational benefits of outdoor living and fostering development of awareness and appreciation of the interdependence of all living and non-living resources along with a sense of stewardship for them; encouraging maintenance of high professional practice for camp leadership and in camps; and promoting public interest and participation in organized camping. Contributors, life members, national board and committee members, ACA trustees, and national staff are listed. (MH)

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ACA 1983

1983 ANNUAL REPORT OF THE AMERICAN CAMPING ASSOCIATION



... significant victory was won by ACA to exempt student camp employees from Federal Unemployment Compensation taxes.



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The high touch component of ACA, at its best, begins with each of us.



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Armand Bail

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... the Association membership re-affirmed its basic mission/goals ...



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From the President



Kujawa

The acceptance of the three-year Association Directions Study by the Board of Directors and Council of Delegates last March points the way to a bright future for ACA. Able leadership by Dr. Betty van der Smissen, immediate past president, and Armand Ball, executive vice president, produced an extensive examination of our Association. The results were strikingly consistent with principles and trends found in John Naisbitt's best-seller *Megatrends*, a book that has captured the nation's interest.

During the past decade ACA Board and Sections have increasingly recognized the essential importance of the long-term health of our Association and not just the short-term bottom line. Clarification of "what business we are really in" is vital to ACA; and it is equally fundamental to each camp. Today it is a requisite that we know what we are endeavoring to do in our work with children, youth, families, and older adults. The parents, the public, and the campers have high expectations of camping leaders. We must be able to interpret camping effectively to them and meet their high expectations.

The data and recommendations of the Association Directions Study are remarkably parallel in their salient ideas to those found in *Megatrends*.

1. Full support of a **high-touch response**, Naisbitt's term for the warmth of human response as contrasted to technology is inherent within the personal friendship and professional fellowship which are key ingredients to our Association.
2. The significance of the **shift from institutional help to more self-reliance** is being felt within ACA. Each of us as camping professionals is responsible for his/her own professional growth and development.
3. The thrust toward **rediscovering the ability of people at the grassroots - from the bottom up - to act innovatively and to achieve results** in both the public and private sector has long been a cornerstone of ACA activity. The strength of our Movement lies in the health and vitality of our Sections.
4. The major emphasis on fiscal responsibility for the ACA has produced remarkable results under Armand Ball's leadership. Sound management has been accompanied by elimination of debts, the development of new resources, and endowment income—a key to the future.
5. The capacity for elected and staff leadership to listen to the membership and to act with vision on their concerns has increased notably. Each Section and the headquarters unit must be highly in tune with participatory democracy as the mode of the future.
6. Camping has deeply felt the shift from a **society with a limited range of personal choices to a free-wheeling, multiple-option society**. Camping services today are numerous and varied, growing and diversifying to meet the needs and demands of families and children.

The complexity of life in our world will emphasize the viability of **informal networks**, as John Naisbitt has forcefully noted. Networking has been an integral part of ACA from its beginning. The **high-touch components** of sharing of information, experience, and insights by camping professionals is essential. The "reaching out" in friendship, in concern, and with openness by members is crucial to the growth and vitality of ACA. The Movement-wide emphasis on membership is more than a financial concern. All who believe in camping and outdoor experiences for youth and adults can wisely join forces to encourage mutual support and professional advance. Inter-cultural education, wellness, international exchange, leadership development, adventure experience, and peace education are but a few of the critical issues demanding the attention of camping leaders. The high-touch component of ACA, at its best, begins with each of us.

Charles Kujawa
President

From the Executive Vice President

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Ball

We are on the move! At a time when changes impact our society on every side, the American Camping Association is also changing—but with carefully determined directions of change. As with any direction of travel, each side road and landmark is not necessarily known in advance, but the membership through the Council of Delegates and National Board has outlined our general directions for the future.

Some of the directions we are traveling are ones pioneered by others, but which will lead into unforeseen challenges.

—Our **financial picture** has changed. Please study the 1983FY financial report later in this report. You can proudly note that the Association has a black equity in the general fund for the first time in ten years and a total equity of \$315,994. This is the result of considerable effort and sacrifice on the part of the membership and leadership over the last decade. Now we are beginning to see the results!

This does not mean that we pay less attention to financial stability or that we have no financial worries. It does mean that the Association can begin to plan with more confidence and make certain risks necessary if we are to address the challenges this decade.

—Our **Standards** program is changing. The program seems to be in a constant state of change and evolution. Standards must not move any more slowly than the expectations of the public and of our profession. The revision of the Standards into a more comprehensible and comprehensive instrument began two years ago. One more year of work lies ahead—the review and adoption of new Standards and the development of a comprehensive personnel training program for the camp director, the Standards visitor, and the visitor instructor. When implemented in 1984-85, every single individual involved in the Standards process will be retrained and given new

tools as we demonstrate to the public again our commitment to “better camping.”

—**Education** is a new term in our Association jargon for what we have called leadership training over a long period. The change in name notes an increased awareness of the importance of education permeating every program and activity of the Association—at the Section and National level. The changes in our society place greater demands upon today's camp director and staff which can be met only as we master new techniques and technologies while retaining many of our traditional values. The institution of the first Fall Management Conference demonstrated a renewed commitment to this direction.

—A new commitment to reaching out to the entire camping community is symbolized in the Association's renewed **membership development** direction. A national conference has generated new enthusiasm and provided additional tools and skills to tackle the task of enlarging our membership at the Section level. This year's membership turnaround is evidence of the beginning results of that effort and only a small part of what can be done. It is time we convinced ourselves that others join us when we reach out and let them know we really want their participation and help.

This annual report is an effort to share with the entire membership what has been accomplished by that membership through Section and individual efforts. It is not possible to enumerate every contribution and event of this year, but this is an effort to share the highlights. Suffice it to say that the record is not that of any one individual or group, but the record of 5,200 people working together in a common purpose.

Armand Ball
Executive Vice President

In Review

Long Range Planning

In 1981, the National Board of Directors and the Council of Delegates undertook a self study to review the current mission, goals, programs, and structure of the Association and to set directions for the future. Titled "Association Directions" the examination was headed by President Charles Kujawa, Betty van der Smisen, immediate past president, and Armand Ball, executive vice president.

The two years of examination of previous and current studies, current data, and recommendations from the membership at large was brought to a conclusion during the Cincinnati Convention. A preliminary report was mailed by the task committee to Sections and corresponding members of the committee in September for response. The study was reviewed by the National Board at its November meeting, and a revised report was circulated to Sections and committee members in December. The National Board again reviewed portions of the report, particularly in the area of Association structure, at its February meeting, and a variety of hearings were held at the national convention.

The Council of Delegates reviewed the report during its meetings at the national convention and adopted the report at the conclusion of its meeting.

In essence, Association membership has now reaffirmed its basic mission/goals, the current membership and governance structure of the Association, as well as the programs and services of the Association.

The mission and goals of the Association and the By-laws were updated by a number of technical changes: certain operating principles were clarified and systematized. In terms of program services, two areas were identified for increased effort in the immediate future: upgrading **Camping Magazine** and upgrading the delivery of Standards through the revised instrument and the improved training of Standards personnel. The current high concentration on five additional areas was reaffirmed by the study: Public Relations/Public Information, Legislation, Education, Financial Development and Publications.

Government Relations

A significant victory was won by the Association in August 1982 when legislation passed Congress to exempt student camp employees from Federal Unemployment Compensation Taxes (FUTA). The effort marked ten years of legislative effort to exempt employees who cannot benefit from such taxes. Though the exemption is only for the calendar year 1983, the Association is already at work to secure permanent exemption based upon a study of the benefits from the 1983 exemption.

A second victory occurred in January when the Federal District



Association Directions debate.

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In Review continued

Court of Southern New York declared that New York State's law requiring registration of out-of-state camps was unconstitutional. The suit was initiated in 1978 by the American Camping Association and the New Hampshire Camp Directors Association, with the financial support of many affinitive groups. New York State chose not to appeal the Federal Court ruling and the law is no longer in force.

Efforts to retain the Summer Feeding Program for camps were continued and inclusion of the program was assured for 1984 fiscal year.

Membership

The Association gave a renewed emphasis on membership during the year. The effort began with a National Conference of Membership Development at national headquarters in October under the leadership of Morry Stein of the New York Section. Training and marketing techniques were given and all 32 Section chairs developed individual achievement goals.



Distinguished Service Award winners Fred and Marlys Rogers with Betty van der Smisen.

Recognition was given to three Sections which had achieved a 5 percent growth in three goal areas in the ensuing six months: Eastern Pennsylvania, Northern California, and Oklahoma. Eighteen other Sections had already achieved a 5 percent growth in at least one area.

The priority for membership development was underlined when the National Board allocated funds in its 1984FY budget to employ a Director of Membership Development and simultaneously agreed to a Board position for a National Membership Chair.

Evidence of the increased activity was seen in June 30, 1983 figures which showed more than a 2 percent increase in membership compared to a loss in 1982FY. The Association continues to plan on 5 percent growth in membership.

Publications

The Publications Department continues to grow with over \$200,000 in income over 7,000 orders. New books published during the year were: *Decentralized Camping; Perspectives on Camp Administration; Trainer Guide: Site and Facilities Managerial; Trainer Guide: Food Service Managerial; Trainer Guide: Health and Safety Managerial; Trainer Guide: Business and Finance Managerial; Making Effective Workshops Happen.*

Public Relations

The Association's Public Relations Program continued to gain momentum during the year under the leadership of Public Interest Public Relations (PIPR) of New York City. Twenty-eight Sections received assistance from PIPR

during the year in one form or another. A major release to magazines and newspapers centered on the *Parents' Guide to Accredited Camps.*

Articles and information on ACA Accreditation and the *Parents' Guide* appeared in 33 states in over 120 newspapers/magazines with 33 million circulation.

Twenty-five Sections participated in a Spring effort to disseminate public service announcements to TV stations in 44 states.

Education

As the old term "leadership" officially changed to Education, attention was given to helping Sections interpret the importance of continuing education for camp directors/owners and staff. In an effort to afford an in-depth educational program in current management areas, the first Fall Management Conference was held at Athens, Georgia in November with enthusiastic response.

New resource guides for the Managerials were produced by Project STRETCH and made available to trainers and Sections. A new system of consultants across the country replaced the national coordinator positions, adding resources in: camping intergrouping, outdoor living skills, camp counseling education, ecology training, college/university curricula, training techniques, camp director education/managerials, camp director education/day camping ethics education, outdoor education/school camping, Standards training.

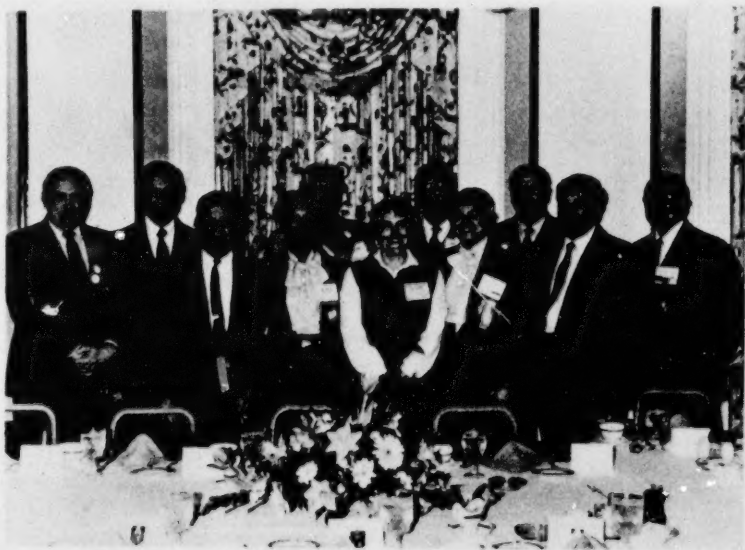
The Association's 801 certified Instructors in Outdoor Living Skills (OLS) continue to offer their volunteer services through camps, uni-

versities and public organizations for acquiring basic skills in outdoor living. During the year 2,189 individuals were certified in various levels in 197 different courses. Most of these figures mark a substantial increase over 1982. The Trip Leader training program is in the final stages of writing after the field test.

The National Certification Board met during the year and certified 34 additional Camp Directors and re-certified 23 others. Two Camp Director Institutes and three Societal Issue Seminars were held during the year with 85 in attendance. Judy Myers ended her term as chair of the NCB and Nanette Enloe assumed the Chair.

The major educational event of the year was the National Convention hosted by the Ohio Section in Cincinnati February 28 through March 5, 1983, with 903 in attendance. Chair Larry Zinn and his convention committee provided an outstanding program and hospitality. The convention came within a hairbreadth of matching the largest net income to the Association's operating budget in history.

The Association presented its Distinguished Service Award to Fred and Marlys Rogers, Pompano Beach, FL, and Lake Hubert, MN, former national chairpersons for I Believe. Honor Awards were presented to: Morry Stein, New York Section, and Hugh Ransom, Camp Hill, PA. Special Recognition Awards were presented to: Edwin Shapiro, New York Section; Senator Robert Dole of Kansas; Senator Gordon Humphrey of New Hampshire; Representative Norman D'Amours of New Hampshire; and Representative Barber Conable of New York. Regional Awards were



Acorn Society, persons who have named ACA in their wills, met for the first time in Cincinnati: (l.—r.) John Howe, Frank Washburn, John Holden, Marlys and Fred Rogers, Buena Washburn, Andy and Jean McMullan, Jack Murdock, Armand Ball, and Charles Kujawa.

presented to: Flo Carr, Mid-Atlantic Region; Everett Ballard and Gordon Kaplan, Mid-America Region; Wes Voigt, Southern Region; Paul Claussen, Western Region.

Standards

In the second year of the three-year revision of the ACA Standards, major effort was given to the revision of health care, horseback riding, aquatic, and tripping Standards. A task group met on the revision and integration of the Standards for special populations in July. Consultation with the American Medical Association, American Academy of Pediatrics, and American Nursing Association was held on revisions in health care standards and forms.

Copies of the initial drafts of these Standards were shared with Sections and hearings held during the national convention in Cincinnati.

During the year 659 camps were visited and accredited and 411 camps were visited and granted site approval. The National Standards Board, under the leadership of Stuart Mace, met twice.

The research for the development of a training program for Standards personnel was completed this year and the program will be developed in the third year of the cycle, readying the field for the implementation of the new Standards in 1985.

A Milestone Year!

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Since 1973, the Association has been trying to return to a positive equity position throughout the Association, and this is the year in which we accomplished that. As you look at the consolidated balance sheet, you will note the liability schedule, the last line, fund balance now shows an excess of \$315,000. Though for five years the Association has shown a general positive equity, including its Endowment, this is the first year in which the Association has been able to show a positive equity in our general fund as well as in our restricted fund. The achievement is the effort of many persons and groups.

A regularly balanced budget has diminished the draw on Association's capital for operating expenses. Over the past eight years, \$150,000 has been returned to the balance sheet through operating balances at the end of each year.

A membership commitment to the I Believe contribution program enabled the Association to reach more than \$260,000 in Endowment Fund, as well as having raised \$156,000 to restore equity funds. This is not only a tribute to Elmer Ott and Fred and Marlys Rogers, who have led us in this drive, but also to the many individuals who have made strong personal commitments to the Association.

Every ACA Section has made significant contributions in a variety of different ways, including loans from operating capital, I Believe benefits, or contributions, over this period to restore the national association to its financial health.

Our Headquarters staff, following the mandate from the National Board, has been most insistent in its efforts to hold the budget strings tightly and yet produce essential services. Convention committees, too, have worked unusually hard to produce more than budgeted income over convention operating needs.

On the following pages you will see several charts that illustrate and explain the financial position of the Association:

The Operating Statement shows a comparison of income and expenditures of 1983 and 1982 fiscal years. You will note a balance of \$66,750 from the 1983 operating budget. It must be pointed out that \$27,397 of this comes from contributions designated to equity recovery, leaving only \$39,353 excess from operations. The latter is less than 3 percent of the operating

budget. The excess from operations is primarily due to improvement in budgeting income from the 1983 convention, publications, advertising, and membership.

The consolidated balance sheet in comparison of 1982 to 1983 figures shows an improvement in the cash position of the Association of over \$29,000, though there has also been appreciable growth in accounts payable. Over \$24,000 of that growth is in deferred membership dues. It is particularly encouraging to note that short-term investments of general funds were up \$94,800 over last year, thus providing interest income in the operating budget.

The third chart shows a distribution of funds.

The ACA Trustees reported that the ACA Endowment Fund has reached \$261,129 as of June 30. During the year, ACA Trustees were able to provide grants from interest on the Endowment in the following amounts from the 1983 budget:

\$8,000 to enlarge the emphasis on educational programs for Camp Director Education.

For the 1984 budget:

\$12,500 to assist in the rewriting of Standards and development of materials for the retraining of the Standards personnel.

\$10,000 to assist in the startup of a Financial Development Program

\$6,000 to enlarge the emphasis on educational programs for Camp Directors.

These grants are a clear indication of how the growth of the Endowment Fund can benefit our ACA services by providing funds for new and special projects since such projects cannot be underwritten through the ongoing operating budget.

The ACA Trustees are proud to announce the appointment of Andrew McMullan, of Cape Elizabeth, Maine, as chairman of the National Endowment Committee. Mr. McMullan has begun to recruit persons outside the organized camping field to a national committee that would spearhead an effort to raise more than \$5 million in additional endowment funds.

The growth symbolized in this report does not in any way diminish the Association's commitment to continued financial accountability and sound fiscal management. The Association needs an even larger

equity if it is to provide programs and services to the public and to its members that these times demand.

Endowment

Life Membership	\$112,636
Elmer Ott Memorial	12,335
J. Wendell Howe Memorial	1,915
Otto Rosahn Memorial	960
Contributions/Benefits	109,924
Interest (including grants)	93,926
Total Endowment	\$331,696

Working Capital Contributions 1983FY	\$ 27,397
Working Capital Contributions 1976-82FY	129,002
Total Working Capital Contributions	156,399
Total Cash Received to Date	\$488,095
Life Membership Payments Due	941
I Believe Pledges 1982-85	41,777
Total I Believe and Life Membership Gifts Pledges 1976-83	\$530,813

However, this year's results mark a significant milestone, achieved by the commitment of our members to the goals of our Association. All of us on the National Board of Directors or ACA Trustees congratulate the membership upon their significant efforts and pledge our continuing leadership as we approach new milestones.

Jack Murdock, Vice President for Development
Joe Kruger, Chairperson, ACA Trustees
Armand Ball, Executive Vice President

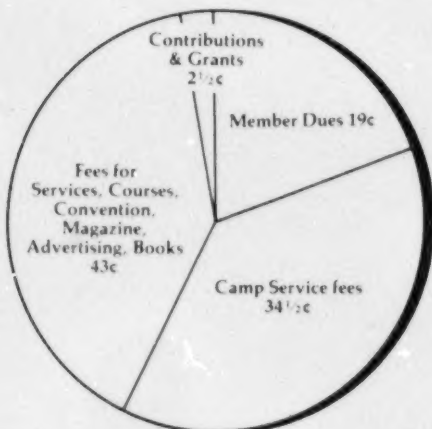
Operating Statement*

	July 1, 1982— June 30, 1983	July 1, 1981— June 30, 1982
General Operations	\$39,353	\$24,643
Equity Contributions	27,397	32,608
Restricted Funds	23,789	34,042
Total	\$90,739	\$91,293

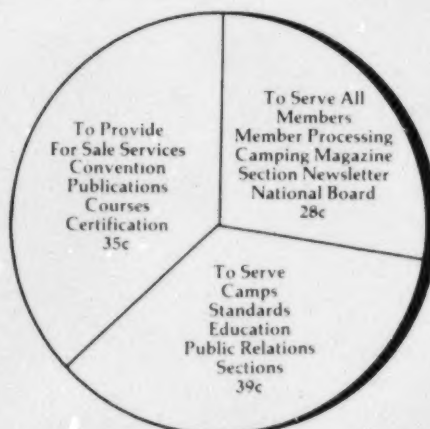
*As examined by George S. Olive and Company, Certified Public Accountants, Indianapolis, Indiana.

Distribution of Funds

Where Do We Get Our Money?



Where Does the Money Go?



American Camping Association, Inc. & Subsidiary
Consolidated Balance Sheet
June 30, 1983

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ASSETS

	1982 FY			1983 FY		
	General	Restricted	Total	General	Restricted	Total
Cash on hand	\$ 300	\$	\$ 300	\$ 500	\$	\$ 500
Cash on deposit—savings account		623*	623		140	140
Cash on deposit—checking account	24,966		24,966	53,393	34	53,427
Investments	12,464	237,623*	250,087	107,312	261,079	368,391
Pledges receivable	33,154		33,154	46,243		46,243
Inventories	144,814		144,814	142,087		142,087
Accounts Receivable	42,498		42,498	37,592		37,592
Prepaid expenses	55,162		55,162	31,659		31,659
	<u>\$313,358</u>	<u>\$238,245</u>	<u>\$551,604</u>	<u>\$418,786</u>	<u>\$261,253</u>	<u>\$680,039</u>
Property and equipment						
Building	123,416		123,416	123,416		123,416
Furniture and equipment	197,281		197,281	210,508		210,508
Library	1,871		1,871	1,871		1,871
	<u>\$322,568</u>		<u>\$322,568</u>	<u>\$335,795</u>		<u>\$335,795</u>
Deduct: Accumulated depreciation	<u>148,035</u>		<u>148,035</u>	<u>178,268</u>		<u>178,268</u>
	<u>\$174,533</u>		<u>\$174,533</u>	<u>\$157,527</u>		<u>\$157,527</u>
Total Assets	<u>\$487,891</u>	<u>\$238,246</u>	<u>\$726,137</u>	<u>\$576,313</u>	<u>\$261,253</u>	<u>\$837,566</u>

*Endowment

LIABILITIES AND FUND BALANCES

	General	Restricted	Total	General	Restricted	Total
Liabilities:						
Notes payable	\$191,210	\$	\$191,210	\$179,304	\$	\$179,304
Accounts payable	22,225		22,225	27,142		27,142
Distributions payable to Sections	74,702		74,702	71,629		71,629
Employee payroll deductions	891		891	1,091		1,091
Accrued expenses	15,551		15,551	21,085		21,085
Amounts due to (from) other fund	11,639	(11,639)	—	(2,320)	2,320	—
Escrow funds	8,499		8,499	8,918		8,918
Subscription advances	13,943		13,943	17,383		17,383
Unearned membership dues	112,086		112,086	136,515		136,515
Deferred income—pledges	30,249		30,249	41,777		41,777
Deferred income—grants		15,026	15,026	—	—	—
Deferred income—other	<u>16,374</u>		<u>16,374</u>	<u>16,902</u>		<u>16,902</u>
Total Liabilities	\$497,369	\$ 3,387	\$500,756	\$519,426	\$ 2,320	\$521,746
Fund balance (deficit)	<u>(9,478)</u>	<u>234,859</u>	<u>225,381</u>	<u>56,887</u>	<u>258,933</u>	<u>315,820</u>
Total	<u>\$487,891</u>	<u>\$238,246</u>	<u>\$726,137</u>	<u>\$576,313</u>	<u>\$261,253</u>	<u>\$837,566</u>

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Mission and Goals of the American Camping Association

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MISSION

The mission of the American Camping Association is to enhance the quality of the experience for youths and adults in organized camping*, to promote high professional practices in camp administration, and to interpret the values of organized camping to the public.

GOALS OF THE ASSOCIATION

More specifically, the American Camping Association, cognizant of contemporary societal forces and concerned about the needs of people, seeks to develop appropriate response and action to improve the quality of life, aiming:

To contribute to the mental and physical well-being and development of children and adults through organized camping.

To encourage the maintenance of high professional practices for camp leadership and in camps.

To promote the interests of the public and to stimulate public interest and participation in organized camping.

OBJECTIVES

- A. To contribute to the mental and physical well-being of children and adults by:
 - Extending the educational and recreational benefits of outdoor living.
 - Emphasizing citizenship training within the camp experience in keeping with the principles and traditions of American democracy.
 - Furthering the growth, nurture, and welfare of children and adults.
 - Fostering the development of awareness and appreciation of the interdependence of all living and non-living resources with a sense of stewardship for them.
 - Affording opportunities for spiritual growth.
- B. To encourage the maintenance of high professional practices for camp leadership and in camps by:
 - Stimulating high professional practices among camping leaders.

- Providing opportunities for fellowship among camp leaders.
- Facilitating the exchange of experiences and successful practices.
- Developing standards, materials, and other resources for the advancement of camping.
- C. To promote the interests of the public and to stimulate public interest and participation in organized camping by:
 - Furthering standards of health and safety in organized camps.
 - Interpreting the values of camping to the public.
 - Advocating the importance of organized camping to related groups, organizations and disciplines.
 - Emphasizing and extending the unique experiences for personal growth and the enrichment of families in organized camping.

Organization Operational Objectives

The purpose of the American Camping Association is to strengthen and expand the Organized Camping movement in the United States of America. More specifically, the organization operational objectives are to:

1. Identify and foster contemporary high standards for the operation of Organized Camps.
2. Provide opportunities for professional education in the administration and management of Organized Camps, including the conservation of natural resources.
3. Enhance the image and understanding of the Association by the public and government through a vibrant external public relations program.
4. Maintain a representative, accountable, efficiently managed Association that emphasizes Membership development.
5. Develop an ongoing financial development program which generates revenues and endowment that will support its Mission and Goals.

*Definition of Camping

Camping is a sustained experience which provides a creative, educational opportunity in group living in the out-of-doors. It utilizes trained leadership and the resource of natural surroundings to contribute to each camper's mental, physical, social, and spiritual growth.

Contributors, Life Members, National Board and Committees, ACA Trustees, and National Staff

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The I Believe Drive was initiated to give members an opportunity to demonstrate their commitment to the organized camping movement through voluntary annual contributions. The gifts could be designated to an inviolate endowment or to the working capital of the Association. They are tax deductible. Gifts have come from benefits at the 1976, 1978, 1979, 1980, 1981, 1982, and 1983 National Conventions, and at the Mid-Atlantic and Mid-America 1977 Regional Conventions, memorials to friends and loved ones, and annual contributions from individuals and camps.

The Roll of Honor was developed to enable camps and individuals to be listed for recognition when \$1,000 or more was pledged over a two to four-year period. The Roll of Honor is commemorated in a special book of pictures at National Headquarters.

National I Believe Chair John T. Howe

Section Chairs

Jacqueline Grauel
Central Pennsylvania
Helen Deason
Chesapeake
Sarah Harman
Coronado
Gary Confer
Eastern Pennsylvania
Robert McKinlay
Evergreen
Michael S. O'Donnell
Florida
Judith Myers
Illinois
Glenn T. Job
Indiana
Vi Martin
Iowa
Bernard Friedman
Michigan
Mrs. R. A. Yarberry
Mid-South
Jack Murdock
Minnesota
Carol Ann Schmidt
Minnesota
Carolyn Hannah
Missouri Valley
George Sudduth
New England
Mary Ellen Ross
New Jersey

Joseph Kruger
New York
R. Allen Bolton
Northern California
Dave Schirner
Ohio
Karen House
Oregon Trail
Glenn Poulter
Rocky Mountain
Jerry Baer
St. Louis
Joe Soete
St. Louis
G. William Climer, Jr.
Southeastern
Robert Hanson
Southern California
Louise Davis
Tennessee
Alice V. Dutcher
Upstate New York
Margaret F. Horn
Virginias
Mrs. Beryl Randall
Western Pennsylvania
Robert Telleen
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Memorial endowments of more than \$10,000 are recognized on a plaque at National Headquarters. A memorial endowment for Elmer Ott has now reached \$12,336 through gifts of friends, members, and Sections. Two new memorial endowments were created in June 1983: the John Wendell Howe Memorial, the Otto Rosahn Memorial.

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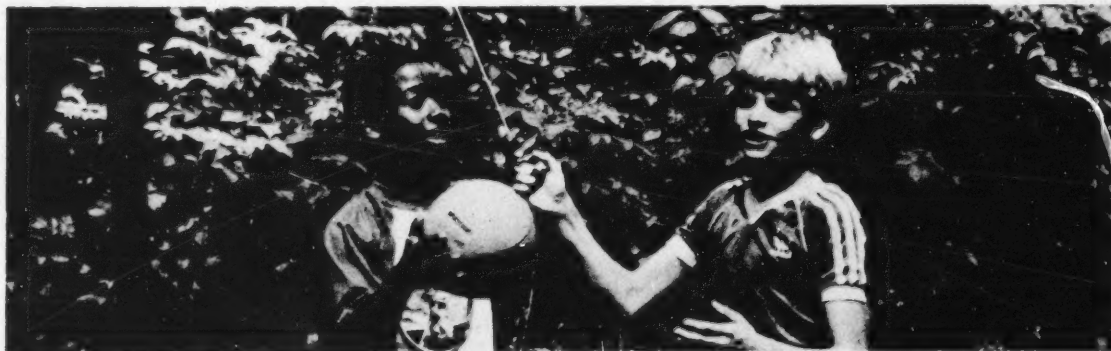
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